Document Title: Director's Report, January – February 2016

Background:

The Director's Report is circulated bi-monthly to provide an overview of current activities being undertaken by the Alliance.

Recommended Action:

For Information.

DIRECTOR'S REPORT

January – February 2016

10/03/2016

Document Control

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Prepared by	Susanna Henderson
Cleared by	William Cobbett
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Circulation List	Interim Management Board; Assembly

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1. SUMMARY

2016 began as forcefully as we expect it to continue, particularly in respect of Habitat III. BMZ kindly hosted the Annual Meeting of the JWP at its offices in Bonn on the 14th of January; attendance was very strong with delegations from Ford Foundation, Habitat for Humanity International and SDSN making the trip from Washington and New York.

The UNOPS ERP system, OneUNOPS was rolled out on 1 January 2016, and a big thank you to Phyllis Kibui and her team who have ensured smooth processing of all Cities Alliance transactions.

The Secretariat and Members kick-started the Partnership Strategy development process, working with the Partnering Initiative in Oxford to complete the Partnership Health Check Survey. By all accounts, Cities Alliance is in a strong position to make a decisive contribution to the implementation of the Agenda 2030, particularly SDG 11on cities, SDG 5 on Gender Equality, make real contributions to other Goals and bring 17 years of partnership experience to SDG 17. The draft Partnership Strategy will be discussed at the Assembly Meeting in April, and will set us on a new and exciting course for the next three years.

Comic Relief and Big Lottery Fund have approved the funding for the Liberia Country Programme, and the legal agreements are being finalized at the time of writing. There are further investment opportunities developing on the horizon, including our 2016 Complementary membership to the Clinton Global Initiative (CGI), whom we hope to leverage to access interested private sector partners. Of note in Liberia are the forced evictions that have taken place in the name of resilience. This is not the first country in which this practice has happened, and it will not be the last. This is one of the difficult policy challenges that the new Board will have to confront after the April meeting. One of the aims of the Country Programme will be to help the government and communities focus on inclusive planning and growth.

As we take on new members and diversify, we become stronger as a Partnership and increase the possibility for innovation. Through the membership of the Omidyar Network, the Cities Alliance has the opportunity to pilot a fund for micro-innovation in cities. A smaller version of the Catalytic Fund, this pilot call will allow the Cities Alliance to experiment with smaller grant sizes, simplifying procedures to facilitate direct support to foster community-level innovation.

The FT – IFC Transformational Business Awards are here again, and we are hoping to attract 30 – 40 applications from cities globally. This is one of our first partnerships with the private sector and has already sparked interest with FT Live around possibly developing a series on cities. Applications are due 31 March. Please circulate widely – all cities and private sector companies may apply!

New Members! Members will have seen that we have three new prospective members for approval by 21 March: NYU Marron Institute, Ford Foundation (conversion from Associate to Full), and UNISDR for Associate Membership. This brings our current **total membership to 30, and members should expect a few more requests to be circulated prior to the Assembly Meeting**

We look forward to seeing you all in Brussels from 6 – 7 April. The meeting will be a mix of networking, thematic sessions and business, with the objective of bringing all members up to speed on how the Cities Alliance currently operates as well as thinking about our contribution to Agenda 2030, and post-Habitat III.

Below are the key dates (thus far) for the Cities Alliance Secretariat for 2016:

- **16 – 18 March:** Habitat III European Regional Meeting – Prague, Czech Republic

- **29 March:** Changing the Conversation on Growth: Going Inclusive – NY, NY - OECD/Ford

- **6-7 April:** Cities Alliance Assembly Meeting, Brussels, Belgium

- **1-2 June**: German Habitat Forum, Berlin, Germany

- **9 June**: FT-IFC Transformational Business Awards, London, UK

- **6-8 July**: ICLEI Resilient Cities 2016, Bonn, Germany

- **25-27 July:** PrepCom3 for Habitat III, Jakarta, Indonesia

- **12 – 15 October:** UCLG World Summit of Local and Regional Leaders, Bogota, Colombia

- **17 – 20 October**: Habitat III, Quito, Ecuador

2. INTERIM MANAGEMENT BOARD UPDATE

2.1 Board Updates
Chairman: Jean-Pierre Elong Mbassi
Board Members: Brazil, DFID, Ethiopia, Germany, HFHI, Sweden, UCLG, UN-Habitat, Clare Short

Note: Next Interim Management Board Meeting – <u>5 April at the Cities Alliance Office</u>

Key decisions from the Interim Management Board meeting on **17 February 2016**, in Brussels:

1. The draft meeting Agenda was adopted.

2. The 3rd IMB Meeting Report (5-6 October 2015) was approved with one amendment.

3. The Cities Alliance Medium Term Strategy (MTS) should be reviewed after Habitat III.

4. The draft Risk Management Framework was approved. The Secretariat will incorporate the recommendations of the Management Board.

5. The Terms of Reference (TOR) for the Cities Alliance Audit was approved.

6. The Board approved the recommended changes to the Membership Guide and the Membership Planning Tool, which need to be updated slightly to incorporate recommendations of the Membership Committee and the Board.

7. The Secretariat will prepare a recommendation regarding Membership Fees for National Governments.

8. Membership applications from New York University and the Ford Foundation were endorsed for Full Membership, and UNISDR was endorsed for Associate Membership.

9. The Secretariat will prepare a Recommendation Note on the selection process of the new Management Board.

10. First version of draft agenda for the inaugural meeting of the Cities Alliance Assembly was approved.

11. The Interim Management Board will recommend potential candidates for the position of Management Board Chair with the Secretariat also submitting proposals.

12. The Secretariat will draft a detailed Recommendation Note highlighting the nomination and appointment process, as well as potential candidates, for the position of Assembly Chairperson.

13. The Interim Management Board recommends that the Assembly appoint two to three Senior Policy Advisers.

14. Amendments to Paragraphs 22, 32, 42 and 43 of the Cities Alliance Charter were approved. The amendments will be presented to the Assembly for ratification.

15. The Country Selection document of Joint Work Programme on Equitable Economic Growth (JWP EEG) was endorsed, and Uganda was retained in the first instance.

The draft report from the Interim Management Board meeting will be circulated.

Please note, the next meeting of the Finance Standing Committee will be held on 5th April.

There will be no meeting of the Membership Standing Committee on the 5th.

2.2 Cities Alliance Governance Update: Preparations for the Inaugural Meeting of the Cities Alliance Assembly 6-7 April 2016.

The Cities Alliance Assembly is scheduled for 6 – 7 April in Brussels at the Thon EU Hotel, preceded by a meeting of the **Interim Management Board on 5 April that will be held at the Cities Alliance Office.**

The timing of the Cities Alliance Assembly meeting is extremely opportune for several reasons, even if it is located within an extremely full year of international engagements:

- This is far from an ordinary meeting of the Cities Alliance; it will mark the end of a period of sustained organisational reform and the beginning of the next period for the partnership.
- There is a process of reinterpreting the Cities Alliance as the global partnership envisioned in the 2014 Charter, instead of as a Multi-donor coalition.
- The development of a Partnership is the third pillar of the MTS 2014-2017.
- The responsibility for consolidating the Cities Alliance as a Partnership will move to the new Assembly and, more significantly, to the Management Board appointed for 2016-2018.

The Concept Note for the Assembly meeting was presented at the Interim Management Board meeting on 16 February and will be circulated to all Members with the meeting materials on 10 March 2016.

Any queries about the Assembly meeting should be addressed to Priscilla Ofori-Amanfo (pofori-amanfo@citiesalliance.org)

2.3 Partnership Strategy Process

A big thanks to all of our members who were able to complete the Partnership Health Check Survey in such a short amount of time, and a bigger thank you to those members who took the time to have one-on-one interviews with Jenny Ekelund from The Partnering Initiative (TPI).

TPI presented the survey and interview results to the Interim Management Board on 16 February, and the presentation report was circulated to the Full Assembly on 7 March. Along with the survey and interview results, the Secretariat staff undertook a sister survey, the results of which were presented to the team in a mini-workshop format on 1 March.

The feedback received from the surveys, interviews, and the Interim Management Board all feeds directly into the draft Partnership Strategy, with the aim of making it as participatory and comprehensive as possible. The draft Partnership Strategy will be circulated on 14 March as part of the material for the

Assembly with the expectation that the facilitated discussion at the Assembly will provide the final level of feedback to allow us to have a three-year Partnership Strategy by June 2016.

Any queries about the Partnership Strategy development process should be addressed to Billy Cobbett (wcobbett@citiesalliance.org) and Sid Henderson (shenderson@citiesalliance.org).

3. UPCOMING PARTNERSHIP OPPORTUNITIES

3.1 Future Cities Africa General Overview

Chair: DFID

Members: AfD; BMZ; GIZ – SfDR; Government of Ethiopia; HFHI; KfW; Norwegian Agency for Development Cooperation; SDI; Sida; SECO; UCLGA; UNICEF; UN-Habitat; WIEGO; the World Bank; HIS

Future Cities Africa supports cities in Ghana, Ethiopia, Uganda and Mozambique to anticipate and minimise future challenges in terms of climate, environment and natural resources – essentially giving them the tools to *future proof* themselves. It will help cities look at their future development in a new way, and give them the information and tools they need to undertake more focused, participatory urban action plans. It is also designed to provide tools that can be replicated in a range of cities and countries, while at the same time remaining relevant for each local context.

Future Cities Africa will achieve its goals through the following four main outputs:

1) A feasibility study;
2) Four research studies and one city typology report to improve the evidence base in African cities;
3) A knowledge sharing platform for cities developed by Gaiasoft, and an open source decision-making model prototype (resilience.io) developed by The Ecological Sequestration Trust (TEST); and
4) Three innovative studies focused on a particular thematic issue or a specific city/country challenge.

The project is supported by the UK Department for International Development (DFID), which has allocated some USD 7.5 million (GBP 4.81 million), and is implemented by the Cities Alliance.

3.2 FCA Results to date

The Secretariat is establishing the demand for the programme with strong buy-in from our counterparts. The diagnostic work is already pointing to some critical areas of intervention that will help FCA cities build the capacity to deliver inclusive growth, build resilience and sustainability. Future Cities Africa has immense potential, and it is central to the Cities Alliance vision. We are now working with our collaborating ministries to engage DFID at the country level to look for future programme opportunities to complement the central FCA initiative. Other interested members are also strongly encouraged to participate.

Output 1: A Feasibility Study is well underway.

- FCA is operational in four countries and 21 cities. There is a high level of engagement in all countries and cities, which have been working through the diagnostic process.

    - FCA has maintained an ongoing dialogue with potential partners and donors in all four countries.

    - Research for the Feasibility Study is well advanced through the Rapid City Resilience Assessments (RCRA) process and stakeholder consultations. Research is substantially complete in Ethiopia, Ghana, and Mozambique, and Uganda is under finalisation. The RCRA reports from each country are feeding into the **Feasibility Study report**. Additionally, initialisation of deeper Capacity Assessments of the selected cities (two each in Ethiopia, Ghana, Mozambique, and Uganda) to inform the business case for future intervention are currently in process.

Output 2: Four research studies and one city typology report progressing well.

- Activities to deliver the studies and report are currently undertaken in four FCA countries.
- Each of the four research partners have engaged with African researchers and / or networks.
- Draft Inception Reports that lay the conceptual foundations of the work and the plan to execute the activities have been submitted by project partners and currently under review.

Output 3: A knowledge sharing platform developed and shared across participating cities.

- Platform configured and developed to fit the FCA business model (normative framework indicators, shared results, and data); peer-to-peer contact and learning between FCA cities and facilitated;
- Training workshops conducted in the four countries for the FCA focal points of each area of the normative framework in the cities, and the focal point for the project.

Output 3: An open source decision-making model prototype (resilience.io) in the WASH sector developed, piloted and functional.

- Prototype and model specifications for the platform developed (functional, data, technical, platform design, data collection strategy)
- Engagement strategy is ongoing, with GAMA engagement and prototype demonstration, senior-level buy-in, workshop, and technical meetings.

Output 4: Three innovative studies have activities underway for delivery.

- Draft Inception Reports for the two studies (Development of CDS Toolkit and Innovative Data Toolkit) that lay the conceptual foundations of the work and the plan to execute the activities have been submitted by project partners and are currently under review.

Mark your calendars: A Global Workshop is scheduled to align the three strands of Cities Alliance engagement in Africa: Land, Services and Citizenship Programme (LSC), Future Cities Africa (FCA) and the Africa Strategy – scheduled for end of May/middle of June 2016.

Any queries about the Future Cities Africa Programme may be addressed to Erika Puspa (epuspa@citiesalliance.org) and Jamie Simpson (jsimpson@citiesalliance.org).

3.3 Cities Alliance Assembly Meeting Update – SAVE THE DATE

The first meeting of the Cities Alliance Assembly is scheduled for 6 – 7 April in Brussels at the Thon EU Hotel, preceded by meetings of the **Finance Standing Committee and Interim Management Board on 5 April at the Cities Alliance Office.**

Week Overview as of 10 March – DRAFT

DAY 1: TUESDAY, 5 APRIL 2016		
12:00 - 13:00	**Finance Committee meeting**	*Cities Alliance Office*
13:00 – 14:00	*Lunch*	
14:00 - 17:00	**Interim Management Board Meeting**	*Cities Alliance Office*
18:30 - 20:00	**Dinner for the Interim Management Board**	*Venue: L'Entrée des Artistes, 42 Place due Grand Sablon, 1000 Brussels*
DAY 2: WEDNESDAY, 6 APRIL 2016		
08:30 –09:00	*Welcome Coffee/Tea*	*EU Thon Hotel*
09:00 – 17:30	**Assembly Meeting**	*EU Thon Hotel*
19:00-21:00	**Gala cocktails at Brussels Town Hall, Grand Place**	*Brussels Town Hall, Grand Place, 1000 Brussels*
DAY 3: THURSDAY, 7 APRIL 2016		
08:30-09:00	*Welcome Coffee/Tea*	*EU Thon Hotel*
09:00 – 13:00	**Assembly meeting**	*EU Thon Hotel*
13:00-14:00	*Lunch*	
14:00-16:00	**Inaugural Meeting of the newly elected Management Board**	*EU Thon Hotel*

3.4 FT-IFC Awards – Update

Many thanks to all of the members who have circulated the awards to their constituencies! The Awards are now OPEN until 31 March 2016.

The Cities Alliance has partnered with the Financial Times Live and IFC around the Transformational Business Awards 2016, a unique global programme that highlights ground-breaking, long-term private sector solutions to key development issues. It's an excellent opportunity to raise the profile of the Cities Alliance partnership and network with potential partners.

The Transformational Business Awards are open to all financial and non-financial private sector organisations, with an emphasis on private sector-led public-private partnerships. For the second year, a

special Excellence in City Transformation Category, supported by Cities Alliance, will also underline achievements by municipal governments around the world.

For 2016, the programme will reward innovation, impact, replicability and commercial viability on a transactional basis across the following categories:

- Achievement in Low-Carbon Urban Transformation
- Achievement in Transformational Technology
- Achievement in Transformational Finance
- Achievement in Sustainable Development: Focus on Maternal and Infant Health
- Special Category: Excellence in City-led Transformation

All Cities Alliance members will receive an invitation to this year's awards; however, there may be a fee for attendance. Please mark your calendars for 9 June 2016 in London. Venue TBC.

Any queries about the Awards should be addressed to Priscilla Ofori-Amanfo (pofori-amanfo@citiesalliance.org) and Sid Henderson (shenderson@citiesalliance.org).

3.5 Clinton Global Initiative (CGI)

Cities Alliance's Complementary Membership for 2016 was approved by the Clinton Global Initiative (CGI). This is an interesting partnership for Cities Alliance as it expands our reach to new partners, in particular the private sector, and will allow the Secretariat to provide opportunities for networking in our members. The CGI is an initiative of the Clinton Foundation, and its members cluster around nine tracks. Cities Alliance was asked to join the Built Environment track to bring a focus on slum upgrading. CGI has over 900 members and is organised around two main business lines – it convenes a global annual meeting of key thought leaders, and it requires members to make "Commitments to Action".

The Cities Alliance "Commitment to Action" will build upon the Liberia Country Programme and is in the planning stages. Through our membership, the Secretariat aims to leveraging further investment for the Liberia Country Programme. These commitments help CGI members translate practical goals into meaningful and measureable results. In turn, CGI supports the development of commitments by facilitating dialogue, providing opportunities to identify partners, showcasing the actions taken by commitment makers, and communicating results. CGI serves as a catalyst for action, but does not engage in the actual implementation of commitments. The Secretariat is scheduled to have a phone call with CGI in early March and will have an update for members at the Assembly meeting.

Any queries about the initiative should be addressed to Sid Henderson (shenderson@citiesalliance.org).

4. JOINT WORK PROGRAMME UPDATES

4.1 Economic Growth JWP

Chair: DFID
Members: UN-Habitat, WIEGO, UNCDF, Ford Foundation, CLGF and Clare Short

- The Interim Management Board endorsed the JWP's country selection document on 17 February. The document proposes a methodology for identifying potential partner countries, a long- and shortlist of potential partner countries, and outlines the thematic focus, governance and implementation arrangements of the JWP. The endorsement of the country selection document is a crucial step towards developing a JWP framework, which will reflect a number of requirements emphasised by the Management Board:

    i. Clearly differentiating activities in partner countries that are funded and those that would require co-funding;

    ii. Specifying the relationship between the JWP and the operationalisation of the Sustainable Development Goals in cities, particularly SDGs 8 and 11;

    iii. Developing a clear, strong results monitoring framework for programme implementation; and

    iv. Developing and presenting a clear theory of change specifying the relationship between equitable economic growth and the production of public goods and services.

    A first draft of the framework document will be presented to JWP members and partners by the end of March.

- Two JWP member calls were conducted during the reporting period, on January 12 and February 2. The purpose of the first call was to receive input from members on the country selection document prior to submitting the document to the Interim Management Board. The second call liaised with members on the envisaged JWP milestones of 2016, including a workshop to review the draft framework document. The JWP calls were complemented by a series of bilateral calls with JWP members to explore and substantiate on specific roles and contributions of respective members.

- Work was begun to define output, outcome and impact indicators for Cities Alliance and the JWP in DFID's Infrastructure and Cities for Economic Development (ICED) log frame. The ICED facility is managed by a consortium led by Price WaterHouse Cooper (PwC) and supports the activities of a number of development partners, including Cities Alliance and the JWP for Equitable Economic Growth. A memo was submitted to DFID on 2 February outlining suggested indicators, following consultations within the Secretariat and a call with DFID on 28 January. The JWP indicators will be further refined through the framework development process and in response to the refinement and finalisation of the ICED log frame itself.

- The Cities Alliance Secretariat initiated engagement with the OECD to explore a potential partnership between the JWP for Equitable Economic Growth and the OECD/Ford Foundation campaign on Inclusive Economic Growth in Cities. The campaign is a joint initiative of the OECD and the Ford Foundation – a JWP member – and will be launched in New York on 29 March. The

Secretariat will meet with OECD representatives in Paris on 9 March and attend the launch in New York along with the JWP members to flesh out the details of a prospective partnership.

- A workshop is being planned for May 2016 in London to present a final draft of the framework document to JWP members and partners. The exact date of the workshop is currently being established based on the availability of JWP members.

- Tripleline consulting, the company procured to develop and pilot a diagnostic toolkit on Equitable Economic Growth in Cities in selected cities in Uganda, Mozambique, Ghana and Burkina Faso, delivered three final products: a literature review, an indicator list, and a toolkit. The products were peer-reviewed by an external sounding board as well as JWP members. Tripleline will undertake field missions in February and March to facilitate the application of the toolkit in all four cities.

Any queries about the JWP Economic Growth should be addressed to Rene Hohmann (rhohmann@citiesalliance.org) and Fred Bruhn (fbruhn@unops.org).

4.2 Habitat III JWP

Chair: German Federal Ministry of Economic Cooperation and Development (BMZ)
Members: UN-Habitat, UCLG, BMZ/GIZ, MAEDI, SDI, HFHI, Ford Foundation, IHS Rotterdam, ICLEI, Brazil
Observers: DFID, SECO

- Brazil re-joined the JWP Habitat III in January.

- The JWP held its annual planning workshop in Bonn on 14 January 2016, hosted by BMZ. The planning workshop was especially important for the engagement of the JWP during the remaining months of the Habitat III process. The meeting served four purposes:

    1. As a briefing on the state of play on the preparations towards Habitat III;

    2. To formulate the JWP members' expectations to the New Urban Agenda;

    3. To assess the current political situation around Habitat III; and

    4. To identify the JWP engagement for 2016.

- The meeting was also attended by the Co-Chair of Habitat III Bureau and SDSN, who played a key role in the discussions on the state of play and the political situation around Habitat III. In the view of the co-hosts (BMZ and Cities Alliance Secretariat) it was an outstanding meeting with very enriching and high quality discussions, interesting insights into the Habitat III preparatory process as well as productive planning for the JWP action in 2016 towards a successful conference in October. With a combination of members and partners, the meeting underscored the value of the Joint Work Programme in sharing information, and encouraging an intelligent combination of individual and shared activities around an area of common strategic interest.

- As part of the action plan for 2016, the JWP members have agreed on a set of activities:

     i. A meeting in New York in May to discuss the first draft of the Habitat III outcome document and to plan for the remaining time until Quito. The meeting will take place back to back with the informal hearings with local authorities (16-20 May).

    ii. Development of a set of informal papers to influence the zero draft of the New Urban Agenda on the following issues: The principle of subsidiarity, Enabling conditions for local governance, Monitoring and review mechanisms, Inclusive multi-level partnerships for building liveable cities, Integrated territorial development incl. rural-urban linkages, and Right to the city

   iii. A discussion paper to be published by the JWP on Framing, impacts and key elements of the New Urban Agenda

   iv. Organisation of joint side events for PrepCom III in Surabaya and for Habitat III in Quito

    v. With support from the Cities Alliance Secretariat, the JWP will also be partly present and informed of the outcomes of the upcoming regional and thematic meetings (Abuja, Mexico, Prague, Toluca, Johannesburg)

- Activities that were part of the action plan for 2015 and will be implemented during the coming months include:

   vi. Organising a joint advocacy event with the European Parliament and other relevant stakeholders in Brussels, implemented by HFHI (April-May)

  vii. Carry out a web campaign hosted by Devex[1] for advocacy towards Habitat III, implemented by HFHI

 viii. Developing a multimedia case study selection of projects by JWP members that foster partnerships between national governments, local authorities and organised civil society, implemented by SDI

   ix. A technical background paper on collaborative partnership approaches and forms of cooperation (one of the key messages of the JWP)

- A change of the focal point became active on the 1st of February 2016. Rene Hohmann has assumed the full time Programme Management Function of the JWP EcoGrowth, and Marie-Alexandra (Alexa) Kurth has taken over the focal point function for JWP H III.

Any queries about the Habitat III JWP should be addressed to Alexa Kurth (mkurth@citiesalliance.org) and Lisa Reudenbach (lreudenbach@citiesalliance.org).

4.3 Resilience JWP

Chair: United Nations Human Settlements Programme (UN-Habitat)

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[1] Devex is a media platform for the global development community - https://www.devex.com

Members: GIZ, C40 Cities Climate Leadership Group, the French Alliance for Cities and Territorial Development (PFVT), ICLEI, IDB, 100RC, SDI, UNEP, UN-Habitat, UNISDR, WIEGO, GFDRR and the World Bank. The Ecological Sequestration Trust (TEST), World Resources Institute Ross Center for Sustainable Cities

Observers: ARUP International Development, OECD, SECO

Knowledge Partners: UCCRN and ODI

Highlights of results from the Resilient Cities JWP from January-February 2016:

- New members: The group endorsed the World Resources Institute Ross Center for Sustainable Cities and TEST for membership in February, bringing the JWP up to 15 members.

- New Chair: The Chair of the JWP will be rotating to a new Cities Alliance member by 1 April based on no objection from the group.

- Activities: The 2016 work plan has been approved. The C40 and the World Bank are designing a preliminary proposal to support delivery of city climate energy management plans for appraisal in March by the group. In addition, the JWP will start to design its interventions as a partner of the next ICLEI Resilient Cities global forum to be held in Bonn, Germany this July.

Any queries on the Joint Work Programme on Resilient Cities should be addressed to the Secretariat Resilience Team (resilience@citiesalliance.org).

4.4 Gender JWP

Co-Chairs: SDI, UCLG
Members: UCLGA; Sida; SKL; UN-Habitat; WIEGO; HFHI; Brazil (Ministry of Cities), Chile (Ministry of Urbanism)
Observers: DFID

- The Secretariat held bilateral talks with all JWP members to receive inputs for the framework document and their strategic priorities in the area of gender and cites;
- The draft Framework Document was circulated to JWP Members for final comments due 4 March;
- To take advantage of member presence in Brussel, GIZ Mozambique presented a Brown Bag Lunch (BBL) on the implementation process of the National Urban Forum in Mozambique. For each thematic meeting being held in the run up to the Urban Forum, a civil society consultation process will occur, producing a report on how the main issues related to urban develop and governance effect gender;
- With the support of the Secretariat Gender Team, the full Secretariat has begun to develop the Gender Action Plan which will capture results from the Secretariat's annual activities;

- All staff have 5% gender in their Performance and Results Assessment;

Any queries on the Joint Work Programme on Gender Equality in Cities should be addressed to the Secretariat Gender Team (gender@citiesalliance.org).

5. CATALYTIC FUND (CATF) UPDATE

5.1 Innovation Call

With the Omidyar Network having joined the Cities Alliance, a first engagement will be around piloting a fund for micro-innovation in cities. The common objectives recognise the need to experiment with new windows of financing capable of facilitating and simplifying access to grants and providing opportunities for innovation and impact in community-led projects. The area of convergence lies in the importance of land and rights in tackling poverty in informal settlements, the need to leverage new technologies and data for improved governance and accountability, and recognising the effectiveness of intervention at the local level driven by community-based organisations and small businesses.

The Cities Alliance will fully integrate this engagement within its corporate priorities and tools so that positive synergies with the other business lines and programmatic priorities are found. More specifically, it will leverage the experience and mechanisms of the Catalytic Fund (CATFund) to serve the principles outlined above.

In order to leverage the comparative advantages of the CATFund, it is proposed that this pilot micro-innovation call be administered through the CATFund window of the Cities Alliance. The CATFund's innovation objective, the ability to reach local organisations, the consolidated branding, and highly optimised grant-making mechanisms should help with the overall success of the pilot. The proposed call will have a total budget envelope of USD 250,000 and will be targeted at community-based organisations, NGOs and small business start-ups. Grant amounts are ebvisaged to be in the range of USD 10,000 – 20,000, and it is proposed that the geographic focus and eligibility of this pilot call be restricted to one of the sub-regions in Africa.

In order to better adapt to the objectives and target audiences of the call, the CATFund mechanisms and processes will need to be adapted, such as simplifying the processes so that it is better suited to micro-grants and the proposed target audiences; establishing a support and capacity development mechanism for applicants; reinforcing the dissemination and communications aspects; and recalibrating Cities Alliance member engagement in the call. This pilot call will allow the Cities Alliance to experiment with smaller grant sizes and simplified procedures to facilitate access to community-based innovation.

The Cities Alliance Secretariat team will put together a concept note with further details, which will then be shared with the Management Board for coordination and guidance.

Any queries about the CATFund Programme should be addressed to Federico Silva, fsilva@citiesalliance.org and Lisa Reudenbach (lreudenbach@citiesalliance.org).

5.2 Call 2014 "Know your City"

In order to increase exchange of knowledge and learning between the Catalytic Fund grantees, the Secretariat and the UN-Habitat Youth Branch organised the first learning event with the Youth and the City (2014 call) projects in November 2015 in Johannesburg, prior to Africites 2015. We are planning to give the Know Your City project recipients a similar opportunity to learn more about the other projects from the 2015 call and to exchange experiences with Secretariat staff and interested Cities Alliance members throughout 2016.

Learn about SafetiPin, a CATFund project that is making cities safer for women

We will organize a Brown Bag Lunch (BBL) series, the first of which will take place on 10 March 2016 from 12:30 pm to 1:30 pm (Brussels time) via skype/webex to learn about SafetiPin, one of the projects from our 2014 Catalytic Fund Call for Proposals. The presentation will be given by Kalpana Viswanath (via skype) from the SafetiPin project. The project she is presenting is focused on the development of an app that tracks safety levels for women in the streets of New Delhi, Nairobi and Bogota. We will share more information on how to join the session online one week prior to the event.

We will aim to organise similar presentations on the remaining projects during the year on a monthly or bi-monthly basis, depending on interest and availability of the other grantees.

Any queries about the CATFund Programme should be addressed to Lisa Reudenbach (lreudenbach@citiesalliance.org).

6. PROSPECTIVE COUNTRY PROGRAMME UPDATES

6.1 Tunisia General Overview

Members: AFD, GIZ, World Bank
Main Partners: Ministry of the Interior; Tunisian Cities Network

- The draft Tunisia Country Programme Framework Document was reviewed and endorsed by the Secretariat Proposals Review Committee (PRC) on Thursday 11 February.
- The document has been sent for Member Coordination and to in-country members and partners for their review and comments. It has also been sent to a UNOPS Gender Expert for review and recommendations on how to strengthen the gender equality in the document. Based on the comments received, the document will be updated accordingly and finalised by the end of March.

- Against this draft framework, in-country members and partners have already started working on the formulation of proposals to be submitted to Cities Alliance, including:
    - o A joint initiative of UNDP-ART, GIZ and Medicities to support 6-8 inland cities and the National Federation of Tunisian Cities (FNVT) to strengthen and scale up strategic city planning;
    - o A proposal from the World Bank to carry out a study on the role cities play in the economic development of lagging regions in Tunisia;
    - o A joint initiative of the Tunisian Urban Planners' Association and the Ministry of Equipment to work on the elaboration of a national city development policy; and
    - o A proposal from the CPSCL – Caisse de Prêts et de Soutien aux Collectivités Locales (Local Government Lending and Support Office) to consolidate participatory approaches to city and municipal management.

Any queries about the Tunisia Country Programme should be addressed to Serge Allou (sallou@citiesalliance.org) or Lisa Reudenbach (lreudenbach@citiesalliance.org).

6.2 Liberia General Overview

Members involved: SDI; HFHI; WIEGO; UCLGA; UN-Habitat; DFID (tbc)

Main Partners: Ministry of Internal Affairs, Department of Urban Affairs, Government of Liberia; Monrovia City Corporation; National Housing Authority; Land Commission; USAID; UNOPS

The overarching objective of Liberia Country Programme is to support the resilient social and economic recovery of slum dwellers in greater Monrovia in response to the 2014 Ebola Virus Disease in the immediate term, with a long-term goal of improving the living and working conditions of the urban poor within a functioning, accountable and inclusive metropolitan city.

The Country Programme has three major Outcome Areas which have been identified by national and local stakeholders, including development partners. They support greater Monrovia and Liberia to achieve:

1. Strengthened organisation and participation of slum dwellers and the working poor in city governance, inclusive planning and pro-poor service delivery;

2. Improved resilient, inclusive urban planning and slum upgrading strategies that identify investment opportunities for providing services and affordable housing; and

3. Enhanced enabling environment for resilient, inclusive urbanisation that benefits slum dwellers and the urban poor.

Next Steps:

1. We are awaiting the results of the DFID Liberia Bilateral Aid Review for an initial request of GBP 2 million over the next three years. A Concept Note to support inclusive urban economic growth/livelihoods and jobs was prepared and submitted to DFID Liberia and the International Growth Centre representative in Monrovia.

2. The Comic Relief and Big Lottery Trustees sent formal approval of the programme on 11 February 2016.

3. The Programme Manager position has been advertised as an international position, with over 80 applications received.

4. The Cities Alliance Liberia Programme Members will hold an Inception Workshop on 26 – 28 February 2016. Expected outcomes include:

    -   A shared understanding of the urban development challenges and opportunities for cities in Liberia with a specific focus on greater Monrovia.

    -   Development of a shared vision of the Cities Alliance programme by bringing together relevant national stakeholders from government ministries and agencies, civil society and the local private sector, as well as international partners, bilateral development partners and representatives from greater Monrovia's local authorities.

    -   The primary implementing partners of the programme have a way forward to prepare a common vision, understanding of partnership, and integrated work plan for the first year of implementation.

Any queries on Cities Alliance activities in Liberia should be addressed to Omar Siddique (osiddique@citiesalliance.org)

7. ASIA STRATEGY UPDATE

During the reporting period, the focus of the Secretariat's Asia team was on revising the draft Asia Strategy, based on the inputs received from members and ITAs as part of the external quality assurance process.

The Cities Alliance Asia Strategy is based on an assessment of intra-regional urban and poverty indicators, legacy portfolio, and bilateral discussions with Cities Alliance members and partners in the region. Its prime objective is to facilitate coherence of effort and participation of Cities Alliance members and partners in implementing Cities Alliance-supported activities in Asia.

An assessment shows that the south and south-east Asia sub-regions have the largest slum concentration and poverty levels, rapid population growth, and cities struggling to meet the growing demand for social and infrastructure services.

A Cities Alliance focus on these sub-regions also makes sense due to its earlier strong presence in India, Indonesia, Philippines and Vietnam. Besides these countries, it is proposed that Bangladesh and Myanmar would be assessed as

> The Cities Alliance Asia Strategy aims to strengthen institutional capacity of cities and create an enabling environment for cities to undertake governance reforms, planning, and programme implementation to achieve sustainable, inclusive cities.

prospective Country Programme candidates, while China and Korea would be harnessed as knowledge resources in the region.

The proposed thematic areas are:

- Institutional strengthening and capacity building in cities for integrated city development planning, and formulation and implementation of development programmes
- Promoting equitable access to habitat and economic opportunities through supporting linkages between economic and physical upgrading approaches
- Promoting urban informal economy and linkages between habitat and livelihood issues
- Integrating city resilience strategies
- Promoting gender equity in cities

The next step is to finalise the draft Asia Strategy for presentation to the Cities Alliance Management Board.

Key events
Cities Alliance, CDIA, and GIZ co-hosted the regional symposium "Towards Inclusive and Equitable Cities in Asia" on 23 – 24 February 2016. The outcome of the event resulted in a set of recommendations for the New Urban Agenda, to be adopted at Habitat III.

The symposium discussed the institutional bottlenecks for local economic development and how to approach the concerns of equitable cities – stakeholders, both urban and beyond, that act in the city and collectively impact urban development; ongoing urbanisation, which is simultaneously the spatial and social expression of "the urban"; and eventually the best ways forward to address the challenges to inclusive cities.

Cities Alliance engagement in the event was within the framework of the Cities Alliance Asia strategy pillar that focuses on assessing the existing local capacities and institutional framework for cities, as well as the partnership's thematic focus on promoting equitable access to habitat and economic opportunities.

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Any queries about the Asia Regional engagement should be addressed to Ajay Suri (dsuri@citiesalliance.org); or Omar Siddique (osiddique@citiesalliance.org).

8. **LAC STRATEGY UPDATE**

8.1 General Overview

In January and February, activities in Latin America and Caribbean region focused on planning the year's activities, which centre on preparation for Habitat III and the launch of the Cities Alliance consultation on a LAC strategy. Extra efforts focused on the drafting of Policy Unit 3 document, including a write shop in London as a final group activity that took place on 25 – 6 February 2016. The LAC office also carried out its usual portfolio management activities.

Events:

Noteworthy events in January and February included:

- **International meeting on Habitat III hosted by Brazil.** The Ministry of Cities organised an international meeting 29 February to 1 March 2016 with support from Cities Alliance, GIZ and Habitat for Humanity International. The event gathered regional and international partners and key stakeholders to discuss social and urban challenges for the new urban agenda and the SDGs, especially Goal 11.

- **Planning for an HFHI workshop on the implications of the New Urban Agenda.** HFHI is bringing together its representatives with relevant external stakeholders for a one-day workshop on 2 March 2016 to help practitioners, development agencies and funders develop a better understanding of how to capitalise on this key global development opportunity and its potential for transformation at scale, as well as develop potential synergies and areas of cooperation.

- **Consulting on the Cities Alliance Latin American Strategy.** The LAC team took advantage of the presence of a significant number of Cities Alliance members at both events to present a draft strategy document in order to collect inputs and initiate the collective process of building a programme for the region.

Additionally, the regional adviser attended an international workshop on Inclusive Cities in Bogota, Colombia, hosted by CAF – Latin American Development Bank, moderating a session on finance with representatives from the government of Colombia and the AFD on 29 January 2016.

Mission to Paraguay highlights Cities Alliance's role as convener

LAC Regional Adviser Anaclaudia Rossbach undertook a mission to Paraguay February 18 and 19 to initiate a technical assistance activity linked to projects currently being implemented in Paraguay by member and partners (Government of Chile, GIZ and the Inter-American Development Bank). The National Government of Paraguay requested this assistance with the aim of integrating and convening several projects related to the housing sector and informal settlements.

It was a great example of how Cities Alliance is perceived as a convener in the region, supporting the government to promote coherence of effort and build an internal platform for dialogue with local governments, civil society and universities with inputs from experiences from Brazil and other regional players.

Any queries about the LAC Regional engagement should be addressed to Anaclaudia Rossbach (arossbach@citiesalliance.org); or Alexa Kurth (mkurth@citiesalliance.org)

9.   AFRICA STRATEGY UPDATE

9.1 General Overview

The main activities undertaken for the Africa strategy during January and February are:

Cities Alliance Think Tank[2]
- Rike Sitas, a research officer at the African Centre for Cities (ACC), has taken over coordinating the Cities Alliance Think Tank from Ntombini Marrengane, who has taken a leave of absence to complete her doctorate.
- An updated work plan has been shared with the Think Tank members. One of the main objectives of 2016 is to streamline a communications strategy in order to influence public debate across a variety of public forums over the course of the year and beyond.
- A draft overarching narrative will be developed and circulated for comment in the course of March, as well as the key themes to guide the Think Tank's Habitat III agenda.
- A web presence will also be established.

UCLG-A Institutional Strengthening
- The Cities Alliance Secretariat undertook a two-day oversight mission to Rabat from 24-26 February to take stock of the institutional strengthening process of UCLGA supported by the EU (through a 'Strategic Partnership') and Cities Alliance (through a US$ 825,000 Contribution Agreement signed on 11 August 2015). In particular, the objective was to assess the progress made on the implementation of the activities related to the Cities Alliance grant, and agree on a roadmap to move it forward.
- The Cities Alliance-supported programme consists of two components:
  - Enhancing institutional and delivery capacity of the UCLG-A Secretariat, including Knowledge and Information Management, Communication, Finance and Administration, and the establishment of regional resource centres with their related work plans; and
  - Strengthening Local Governments Associations, including the establishment of 5 new national associations and capacity building for existing associations.

- Among the results achieved as of today under the grant provided by Cities Alliance are the following:
  - **Knowledge Management and Communication.** The former Director of Communication resigned just before Africities 2015. A TOR for the recruitment of a new Director of Communication and the recruitment of a Knowledge Management senior officer should be posted beginning of March. It is expected to have them on board in 30-40 days. The

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[2] The Cities Alliance Africa Think Tank is composed of 11 experts from various professional backgrounds, and is managed by a Secretariat based at the African Centre for Cities. The purpose of the Think Tank is to provide expertise and develop policy and knowledge products to inform the global urbanisation agenda and feed into Cities Alliance members' strategies and priorities in Africa.

elaboration of a communication plan and the setting up of the information management system under Component 1 should then be addressed as a priority Finance and Administration. A new finance system has been in place (SAGE FRP 1000) since May 2015, with the accounting and budgetary modules fully functional. A third module related to commitments has been designed and a staff training is planned over the next two months. The whole system should be fully operational by mid-2016, allowing integrated financial management and reporting.

o **Regional Resource Centres.** The objective is to set up resource centres in the three existing regional offices (Accra, Arusha and Pretoria) to provide information and services to national local government associations and their members. A TOR is currently being prepared for a consultant to develop a concept, which should be ready by the end of June. Based on this, a participatory consultation with the national associations of local governments for each region will be conducted. A first resource centre is expected to be set up within the West Africa Regional Representation (in Accra) by the end of the year.

o **Establishment of five new Local Government National Associations.** Three countries have been identified to start with: Ethiopia, Liberia and Equatorial Guinea. One consultant per country was engaged to conduct a baseline study from Sept-Nov 2015. Further work has been carried out to complete the assessment in Ethiopia and Liberia, and meetings of key stakeholders will be convened in those two countries in April to formalise the associations. Equatorial Guinea is expected to formalise the association by the end of the semester. A second round of country selection will be launched this year, possibly including Lesotho, Algeria, South Sudan and Angola.

o **Capacity Building for existing national associations.** A needs assessment was conducted through a questionnaire and the results discussed during last year's five regional seminars. A consultant will be engaged starting in April to try and go beyond the 'shopping lists' that emerged from these consultations and provide a package of 'assessment and recommendations' for three main categories of associations: newly established ones, fairly developed associations/doing well, and associations which are struggling. Results are expected by the end of October and should lead to the design and development of modules of intervention in collaboration with the Academy of LGA (ALGA), whose director is currently being recruited

Any queries about the African Regional Strategy should be addressed to Serge Allou (sallou@citiesalliance.org).

10. CURRENT AND UPCOMING GLOBAL MEETINGS, AND SECRETARIAT MISSIONS

10.1 January

- **12-13 January 2016: Brussels, Belgium. Meeting with ICLEI, SDSN, UCLG**
- **14 January 2016**: Habitat III JWP Annual Meeting
  - o Bonn, Germany

- **21 January 2016:** Brasilia, Brazil "Workshop: Construindo um quadro de indicadores para monitoramento das políticas de infraestrutura urbana e desenvolvimento inclusivo das cidades brasileiras"   MCidades
- **25-27 January 2016:** Puebla, Mexico   International Conference on Territorial Inequality and Development Rimisp-Centro Latinoamericano para el Desarrollo Rural
- **29 January 2016:** Bogota, Colombia International Seminar on Inclusive Cities

10.2 February

- **1st week of February 2016:** Joint mission to Paraguay Cities Alliance – IDB
- **11-12 February** New Delhi, Inclusive Smart Cities IV, Urban Thinkers Campus, Habitat for Humanity International, India
- **16 February 2016: Member Standing Committee Meeting**
    - CASEC Offices, Brussels, Belgium
- **16 February 2016: Finance Standing Committee Meeting**
    - CASEC Offices, Brussels, Belgium
- **17 February 2016: Interim Management Board Meeting**
    - CASEC Offices Brussels, Belgium
- **22-26 February** Sao Paulo + Brasilia, Brazil   Liberia-Brazil exchange: Slum Up-Grading Program Study Tour/ Technical Capacity Building   Cities Alliance - MCidades - Liberia National Housing Authority
- **23 - 24 February** New Delhi   Regional Symposium, Towards Inclusive and Equitable Cities in Asia
- **24-26 February** Abuja, Nigeria   Habitat III Regional Meeting for Africa
- **25-Feb** London, England   Situating the City: The role of integrated planning in sustainable and equitable economic transformation
- **26- 28 February 2016: Cities Alliance Liberia Programme Members Inception Workshop**
    - Monrovia, Liberia
- **29 February - 01 March** Sao Paulo, Brazil International Seminar "Heading for Habitat III"" (MCidades)

10.3 March – Planned

- **16 – 18 March 2016: Habitat III Regional Meeting**
    - Prague Congress Centre, Prague, Czech Republic
- **29 March 2016: [Changing the Conversation on Growth: Going Inclusive](#) – OECD and Ford Foundation**
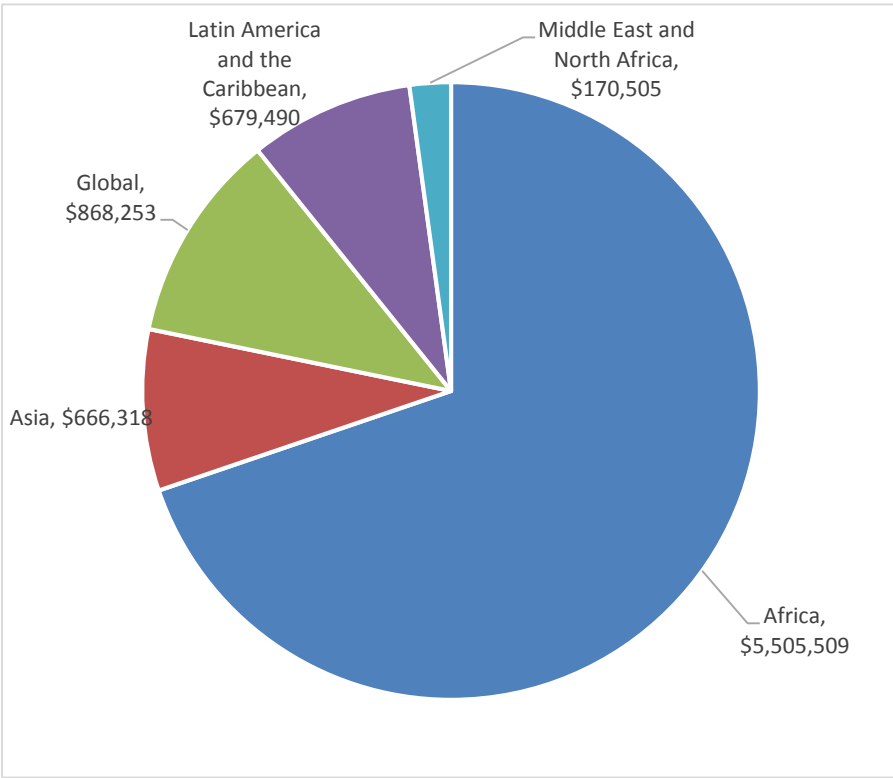   - New York, NY

10.4 April - Planned

- **5 April 2016: Cities Alliance Interim Board Meeting**
    - Cities Alliance Office, Brussels, Belgium
- **6 -7 April 2016: Cities Alliance Assembly**
    - [EU Thon Hotel, Brussels, Belgium](#)

- **5-7 April 2016: Leading Change in the City: From slums to integrated, safe, resilient and sustainable human settlements – UN-Habitat and Gov't of South Africa**
  - Johannesburg, South Africa
- **8 April 2016: SDI Donor Meeting**
  - Cities Alliance Office, Brussels, Belgium
- **9 – 13 April 2016: Habitat III Regional Meeting**
  - Toluca, Mexico
- **16 – 28 April 2016: "Mes des Barrios"**
  - Santiago de Chile, Chile
- **20 – 22 April 2016: CEMR Congress 2016 "A Local Vision of Europe 2030"**
  - Nicosia, Cyprus
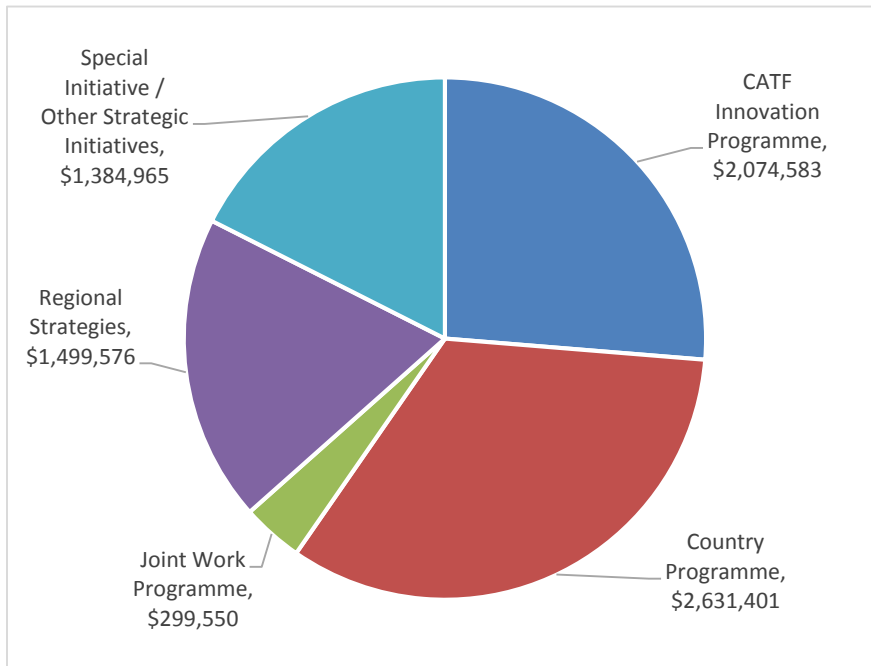
11. CITIES ALLIANCE 2015 PORTFOLIO REVIEW

11.1 Grants by Region

Region	Number of Projects	Grant Amount (In USD)
Africa	18	$5,505,509
Asia	3	$666,318
Global	9	$868,253
Latin America and the Caribbean	4	$679,490
Middle East and North Africa	1	$170,505
Total	**35**	**7,890,075**

11.2 Grants by Type of Activity

Type of Activity	Number of Projects	Grant Amount (In USD)
CATF Innovation Programme	12	$2,074,583
Country Programme	7	$2,631,401
Joint Work Programme	4	$299,550
Regional Strategies	4	$1,499,576
Special Initiative / Other Strategic Initiatives	8	$1,384,965
Total	**35**	**$7,890,075**

11.3 Grants by Delivery Type

Deliverable Type	Number of Projects	Grant Amount (In USD)
Knowledge	10	$1,138,184
Technical Assistance (TA)	25	$6,751,891
Total	**35**	**$7,890,075**